THE ARMY POST OF THE FUTURE: SUSTAINING THE NATURAL AND BUILT ENVIRONMENTS

ARMY WORLDWIDE ENVIRONMENTAL AND ENERGY CONFERENCE

5 DECEMBER 2000

The Honorable Mahlon Apgar, IV
Assistant Secretary of the Army

ARMY REAL ESTATE / INFRASTRUCTURE PORTFOLIO

LAND: More than the combined acreage of the states of New Jersey, Rhode Island, Delaware, and Connecticut	**14.4 Million Acres**
BUILDINGS:	**165,289 Buildings**
SQUARE FEET: Equal to 166 Pentagons	**1.1 Billion SF**
HISTORIC PROPERTIES:	**12,000 Buildings (L)** **70,000 Buildings (E)**
CULTURAL PROPERTIES:	**35,000 Sites**
PLANT REPLACEMENT VALUE: 14 times annual federal construction costs for buildings, facilities, streets, and highways	**$219 Billion**
MAINTENANCE COSTS: Equals the combined annual expenditures of Vermont, South Dakota, North Dakota and New Hampshire. Exceeds the total annual expenditures of 22 states.	**$2.1 Billion**

ROADS: More than the combined totals of paved roads for the states of Delaware, Connecticut, and Rhode Island	**28,743 Miles**
ELECTRIC LINES: More than 12 times across the United States	**23,754 Miles**
RAILROADS: Army rails stretch nearly coast to coast	**2,910 Miles**
WATER LINES: More than 4 times across the United States	**12,955 Miles**
SEWAGE LINES: More than 2 times across the United States	**7,930 Miles**
ENDANGERED SPECIES:	**153 Species**
ENVIRONMENTAL PERMITS:	**1,500 Permits**

9/22/99

NEW VISION FOR ARMY POSTS

"By 2020, Army Posts will be world-class power projection platforms that fully support and satisfy our warfighting needs, while providing soldiers and their families with a quality of life that equals that of civilian communities."

CURRENT SITUATION

EXTERNAL REALITIES:

- **Chronic underfunding**
- **Priorities paradox**
- **No new BRAC**
- **Regulatory "oversight"**

SITUATION:

- **25% excess infrastructure**
- **$30 Billion M and R backlog**
- **Significant management time / energy / focus**
- **Enforcement actions**

IMPACT OF CURRENT SITUATION

- **Value locked up in assets**
- **Personnel tied up in support**
- **Commanders' attention diverted**
- **Soldiers anxiety about families**
- **Concerns impede retention**
- **Perception of poor stewardship**

Urgent need for new thinking and new actions:

SUSTAINABLE MANAGEMENT

PUBLIC-PRIVATE PARTNERSHIPS

THE FISCAL PROBLEM - AN UNWORKABLE MODEL

- **Short-term financing / long-term assets**
- **Little incentive to save / re-invest**
- **Legislative and regulatory restrictions**
- **Migration of installation funds**
- **Perpetual under-funding of OMA (RPM) projects**
- **No sustainable funding strategy**
- **No pollution prevention formula**

THE "TWELVE TENETS"

- Standards
- Selection
- Strategy
- Scope
- Structure
- Sites
- Space planning
- Style
- Skills
- Systems
- Stewardship
- Sustainment

TENET ONE: STANDARDS

Standards must define the quality levels and attributes of design, construction, maintenance and services for all Army posts.

PROBLEMS

- **No comprehensive, global standards**
- **Wide variance in quality among posts**
- **Dynamic regulatory processes**

GUIDELINES

- **Define quality, service, performance**
- **Drive decisions on life-cycle basis**
- **Ensure standards have "teeth"**
- **Establish aggressive monitoring**

TENET TWO: SELECTION

Selection of programs and projects for resourcing, construction, maintenance and services must be based on Army-wide needs.

PROBLEMS

- **Limited resources**
- **"Fair share" approach**
- **Dilution of funds, impact**
- **"Must fund" policy confusing**

GUIDELINES

- **Classify, prioritize, track**
- **Centralize post / project funding**
- **Enforce standards**
- **Adopt "Smart Growth"**

TENET THREE: STRATEGY

Strategies for managing Army posts must guide all decisions on resources and activities affecting the Army's mission at each location.

PROBLEMS

- **Insufficient master plans**
- **Disconnected strategic elements**
- **Current plans limit options**

GUIDELINES

- **Leverage strategic advantage**
- **Link resources and assets**
- **Keep options open / manage opportunistically**

PRIORITY GRID

MISSION IMPORTANCE	INVESTMENT EFFECTIVENESS: HIGH	INVESTMENT EFFECTIVENESS: LOW
HIGH	Airfield at Power Projection Platform with High Utilization / Low Building Cost	Airfield at Power Projection Platform with Low Utilization / High Building Cost
LOW	Airfield at Admin-istrative Post with High Utilization / Low Building Cost	Airfield at Admin-istrative Post with Low Utilization / High Building Cost

TENET FOUR: SCOPE

Commanders must embrace the entire process of managing Army posts, including planning, acquisition, building, operations and disposition.

PROBLEMS

- **Fragmented decision / action process**
- **Inconsistent interest / standards**
- **Filtered / diverted resources**
- **Technical neutralization of policy**

GUIDELINES

- **Re-engineer processes**
- **Apply community development model**
- **Manage by "partnership" and process**

TENET FIVE: STRUCTURE

The organization structure must integrate Army-wide strategies, standards, priorities and resources, while enabling post-level execution and actions.

PROBLEMS

- **Decentralized policy-making**
- **Weak long-term accountability**
- **"Commander knows best"**

GUIDELINES

- **Establish global vs. local focus**
- **Implement "landlord-tenant" structure**

TENET SIX: SITES

Site configurations must respect the topography and environment while capitalizing on features (e.g., waterways, vistas, open spaces) that improve "amenity value" for occupants and users.

PROBLEMS

- Unrealized site potential
- "Project-by-project" view
- Scattered facilities
- Narrow planning scope

GUIDELINES

- Capture full potential of post sites
- Differentiate operations / community features
- Capitalize on intrinsic land value
- Integrate planning

TENET SEVEN: SPACE PLANNING

Master plans for each post must show how work space, living space, open space and cyberspace will be designed, developed and managed.

PROBLEMS

- Short-term planning horizon
- Function over aesthetics
- Lack of "balance" within / across local communities

GUIDELINES

- Encompass functionality and aesthetics
- Examine goal / resource tradeoffs
- Integrate historic property objectives
- Incorporate life-cycle economics
- Ensure land use compatibility
- Integrate mission / quality of life

TENET EIGHT: STYLE

Designs for construction, renovation, repairs and maintenance must respect each post's dominant architectural style, and encompass site features, landscaping and interior details, as well as building exteriors.

PROBLEMS

- **Inconsistent / undistinguished styles**
- **Commander disinterest**
- **Cost-efficient, but not cost-effective**

GUIDELINES

- **Adapt building to setting**
- **Choose complementary colors / materials**
- **Simplify designs / standardize models**

TENET NINE: SKILLS

Staffs must have extensive school training and applied experience in large-scale community development and management.

PROBLEMS

- Limited "generalist" skills
- Reduced staffing
- Limited training
- Contracting focus

GUIDELINES

- Create "smart clients"
- Redefine DPW role
- Refocus contracting process
- Establish HQDA staff unit

TENET TEN: SYSTEMS

Systems must apply established standards, evaluate needs, inform managers of results, and reward innovation in meeting needs.

PROBLEMS

- **Systems are complex, cumbersome**
- **Critical components are missing**

GUIDELINES

- **Define performance measures**
- **Synthesize data in usable format**
- **Infuse measures into ISR**
- **Reward quality improvement**

TENET ELEVEN: STEWARDSHIP

Stewardship of the natural, cultural and built environments must infuse planning and execution of operational missions as well as community development and management strategy for each post.

PROBLEMS

- **Selective stewardship**
- **Reactive vs proactive approaches**
- **Deteriorating property inventories**

GUIDELINES

- **Emphasize in training and operations**
- **Combine conservation and development**
- **Preserve / reuse historic properties**

TENET TWELVE: SUSTAINMENT

Sustainment must be achieved by commanders, staff, partners and contractors who interpret policies and practices by their choices.

PROBLEMS

- **Fragmented organizations / processes**
- **Current approaches not sustainable**

GUIDELINES

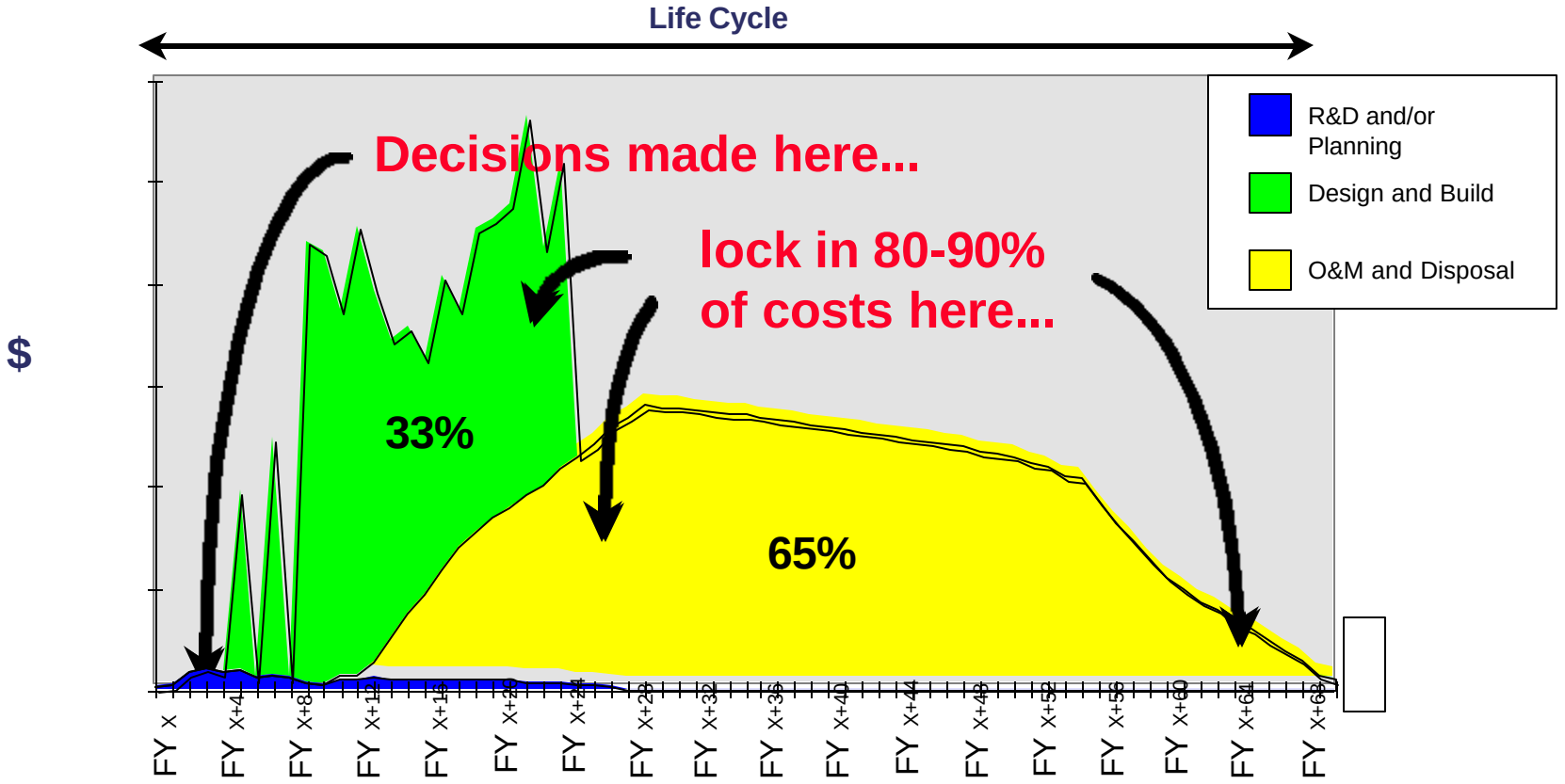
- **Emulate and buy expertise**
- **Institutionalize QOL philosophy**
- **Promote awareness / train techniques**

IMPROVING USER VALUE -- THE VALUE IMPROVEMENT PROGRAM (VIP)

From	To
• Heavy	• Light
• Complex	• Simple
• Specialized	• Multi-functional
• Structured	• Flexible
• High-cost	• Low-cost
• Engineered	• Designed
• Functional	• Aesthetic
• Reactive	• Proactive

THE CONCEPT IS CLEAR…

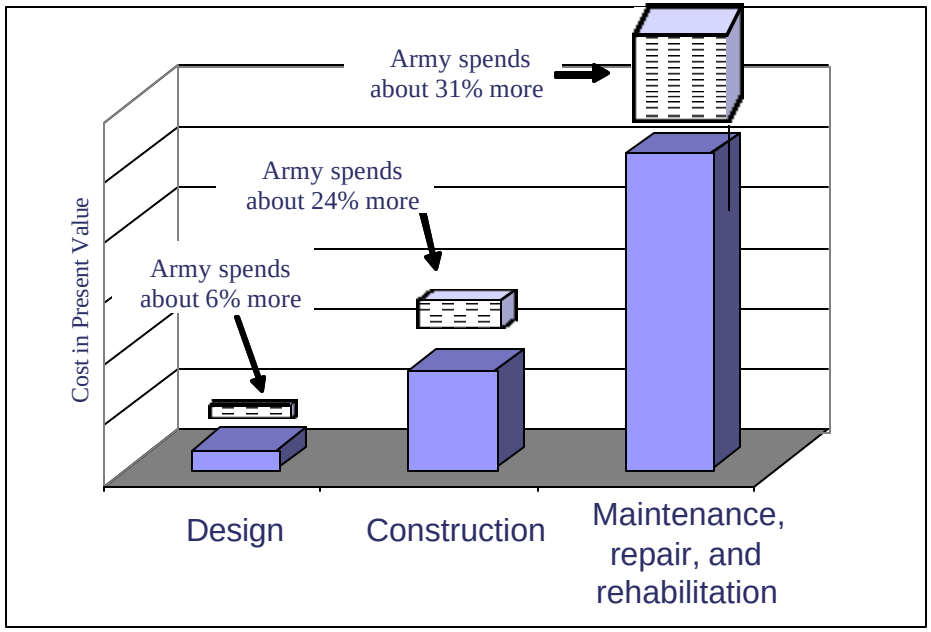
Early Integration Leads to Sustainable Installations



Early integration is the least expensive and most effective way to minimize the downstream cost, schedule, and performance impacts of any weapon system or building.

PROCESS MANAGEMENT / BUDGET

COST DIFFERENCES BETWEEN THE ARMY AND THE PRIVATE SECTOR FOR PROTOTYPICAL BARRACKS AND ADMINSTRATIVE BUILDINGS



Consequence: Army builds more buildings than it can afford to maintain

ISSUES FOR DISCUSSION

- **What are the key reasons for success of current programs ?**
- **How should these key success factors be integrated into the broader context of your respective programs?**
- **How do inside and outside stakeholders view our strengths / needs / further opportunities?**
- **How will we develop the needed capabilities / skills that are essential for successful execution?**